

TERMS OF REFERENCE

Doctors without Borders/Médecins Sans Frontières (MSF) is an international medical humanitarian organization determined to bring quality medical care to people in crises around the world, when and where they need regardless of religion, ethnical background, or political view. Our fundamental principles are neutrality, impartiality, independence, medical ethics, bearing witness and accountability.

The Stockholm Evaluation Unit (SEU), based in Sweden, is one of three MSF units tasked to manage and guide evaluations of MSF's operational projects. For more information see evaluation.msf.org.

Subject/Mission:	Finland Market Entry
Starting date:	April 2021
Duration:	Final report to be submitted by beginning of June 2021 (date TBC)
Requirements:	Interested applicants should submit: 1) A proposal describing how to carry out this evaluation (including budget in a separate file), 2) a CV, and 3) a written sample from previous work
Deadline to apply:	March 28, 2021
Send application to:	evaluations.sweden@stockholm.msf.org
Special considerations:	Due to the Covid-19 pandemic, travel is extremely limited, and the evaluation will be done primarily remotely.

MEDICAL HUMANITARIAN CONTEXT

Médecins Sans Frontières (MSF) is a large independent humanitarian medical movement, with different entities around the world working together to deliver assistance to those in need. The international office, based in Geneva and the five operational centres (OCs) in Barcelona, Brussels, Paris, Geneva, and Amsterdam are responsible for the implementing the field-based projects. These OCs are resourced, with both staff and funding, by partner sections. There are also several branch offices that report to an individual partner section. Partner sections manage different dossiers; fundraising, communications and advocacy, and human resources (including efforts to recruit and deploy field workers) are present in most PSs. MSF Sweden has been a partner section since 1993 and works in partnership with the OCs in Brussels and Amsterdam.

MSF accepts little institutional funding from bilateral donors, and operations are funded by private donations gathered primarily by the PSs. As the scope of MSF's operations has grown, so has the organizational budget,

leading the organization to explore new and more diversified markets for fundraising. MSF Sweden began exploring the possibility to gain access to the Finnish market in 2006.

The MSF International General Assembly approved market entry into Finland during 2013-2014, based on recommendations from MSF Fundraising's review of new, potential markets, and an initial fundraising feasibility study in Finland. MSF SE agreed to support the branch office in Finland. In 2016, a one-year planning and preparation phase was initiated. During this phase, Finland-based project staff worked to update the initial assessment and to prepare a market entry plan (MEP). MSF Sweden's Board approved the MEP in June 2017. Recruitment started in early 2018 and the first team was in place by November 2018. The branch office received a fundraising permit in October 2018. The end of 2018 marked the launch of the MEP and the start of the market entry process though it was not until 2019 that the office was fully functioning. During 2019, efforts focused on ensuring that necessary capacities were in place. 2020 was the first fully operational year.

MSF Finland's overall objective for market entry, as stated in the MEP, is *"To provide a stable, long-term, independent, ethical, and cost-effective financing of MSF's work and mission."* The MEP sets the framework for strategic investments and preconditions for success in fundraising, communications, and human resources. The communications objectives focus on establishing a brand identity in Finland, in part through operational communication, and to support fundraising in various aspects (i.e., website, content, social media). The human resource objectives focus on supporting recruitment of Finnish field workers, who can support fundraising and communications upon their return to Finland, as well as to responsibly staff and manage the branch office. Final responsibility for Field Human Resources (FHR) remains with MSF Sweden. Elements of the MEP have been further developed in a strategic plan, finalized in 2020, and annual plans.

As stated in the MEP, the Finland office is 'a purely executive entity which is managed directly by MSF Sweden' with the head of the Finland office reporting to the General Director of MSF Sweden. Accountability is to the Swedish board, with regular reporting on objectives and budget. In 2019, to set the strategic direction, a Strategic platform made up of three members of the Swedish board and the Finnish executive, was established. For administrative reasons, MSF Finland has its own board of directors, made up of members of the Swedish management team. At the start of 2021, the MSF Finland office was staffed by a core team of 11 full time permanent positions and part-time fundraisers.

PURPOSE AND INTENDED USE

The proposed scope of the evaluation design is to look at the market entry into Finland as a process, between 2016 and the present day, including elements of design, preparation, decision making, and implementation. The intention is not to focus on the quality of the plan (MEP) but assess the extent to which the overall *objective 'To provide a stable, long-term, independent, ethical, and cost-effective financing of MSF's work and mission'* is being achieved and on track.

The purpose of the evaluation is 1) to determine the success, so far, of the market entry into Finland to identify lessons for the ongoing work in Finland and potentially MSF Branch Offices in other locations, and 2) assess if

the market entry into Finland has been worth it, looking beyond short-term achievements and rather assessing whether the process is putting in place the pre-conditions to achieve the overall objective.

Note: In parallel to this evaluation, MSF Finland will engage in a peer-to-peer review of its fundraising strategy. This evaluation should not overlap with the review but find ways to complement it in how it informs future planning.

EVALUATION CRITERIA AND QUESTIONS

EQ1. Relevance

Were the strategy and plan for market entry *relevant to the needs of the organisation and appropriate to the local and organisational context*?

- What was the original strategy and plan for market entry, and do they remain relevant today?
- In what ways did the market entry respond to the needs of the organisation?
- What considerations did the strategy and plan for market entry make for the local context?

EQ2. Coherence

Has the market entry been executed in a coherent manner?

- Has the market entry been internally coherent? Has this been an enabler or a driver?
- Has MSF Finland been able to identify and leverage synergies with other entities within the movement, including MSF Sweden?
- Are the three sub-objectives mutually reinforcing each other in order to achieve the overall objective?
- Has the market entry been externally coherent? Has this been an enabler or a driver?

EQ3: Effectiveness

Has the market entry effectively delivered on the expected outputs and does it remain on track to deliver in the middle and long-term on the overall objectives?

- What are the current outputs of the market entry and how do these compare to what was expected?
- Has the market entry deviated from the MEP and have adaptations been timely and appropriate?
- What were the main enablers and barriers to delivering on the expected results?
- Has MSF Finland been able to address the potential risks that were identified in the MEP?

EQ4. Efficiency

Are the direct and indirect costs (human and financial) reasonable when considering the current outputs and longer-term outcomes?

- What are the total direct and indirect costs of the market entry when considering both real human and financial costs as well as opportunity costs?
- How do the costs relate to the current outputs and expected outcomes of the market entry in the short, middle, and long-term?

EXPECTED DELIVERABLES

1. Inception Report

As per SEU standards, after conducting initial document review and preliminary interviews. It will include a detailed evaluation proposal, including methodology.

2. Draft Evaluation Report

As per SEU standards. It will answer to the evaluation questions and will include conclusions, lessons learned and recommendations.

3. Working Session

As part of the report writing process, a meeting with the commissioner, consultation group members and SEU evaluation manager. The evaluator will present the findings, collect attendees' feedbacks and will facilitate discussion on lessons learned or recommendations.

4. Final Evaluation Report

After addressing feedback received during the working session and written inputs.

5. Presentation of the Final Evaluation Report

An internal presentation of the final report

TOOLS AND METHODOLOGY PROPOSED

In addition to the initial evaluation proposal submitted as a part of the application (see requirement chapter), a detailed evaluation protocol should be prepared by the evaluators during the inception phase. It will include a detailed explanation of proposed methods and its justification based on validated theories. It will be reviewed and validated as a part of the inception phase in coordination with the SEU.

RECOMMENDED DOCUMENTATION

- Market entry plan
- Internal strategies, plans, and guidelines
- PFR Peer review Finland (2021)
- Meeting notes
- Regular reporting

PRACTICAL IMPLEMENTATION OF THE EVALUATION

Number of evaluator(s)	1
Timing of the evaluation	End of March to May

*Stakeholders that ought to be interviewed for this evaluation reside both in Finland and Sweden. Due to the ongoing global pandemic, it is certainly acceptable to conduct the evaluation remotely.

PROFILE/REQUIREMENTS FOR EVALUATOR(S)

- **Requirements:**
 - Demonstrable evaluation competencies.
 - Proven experience related to strategic planning and organizational development.

- Language requirements: English (Fluent).
- **Assets:**
 - Experience in evaluating or assessing civil society/non-profit organizations.
 - Experience with or good familiarity with MSF and its work.
 - A good understanding of the Finnish context.

APPLICATION PROCESS

The application should consist of a technical proposal, a budget proposal, CV, and a previous work sample. The proposal should include a reflection on how adherence to ethical standards for evaluations will be considered throughout the evaluation. In addition, the evaluator/s should consider and address the sensitivity of the topic at hand in the methodology as well as be reflected in the team set-up.

Offers should include a separate quotation for the complete services, stated in euros or Swedish crowns (SEK). The budget should present consultancy fee according to the number of expected working days over the entire period, both in totality and as a daily fee. Travel costs, if any, do not need to be included as the SEU will arrange and cover these. Do note that MSF does *not* pay any per diem.

Applications will be evaluated based on whether the submitted proposal captures an understanding of the main deliverables as per this ToR, a methodology relevant to achieving the results foreseen, and the overall capacity of the evaluator(s) to carry out the work (i.e., inclusion of proposed evaluators' CVs, reference to previous work, certification et cetera).

Interested teams or individuals should apply to evaluations@stockholm.msf.org referencing **FINME** no later than **March 28, 2021, 23:59 CET**. We would appreciate the necessary documents being submitted as separate attachments (proposal, budget, CV, work sample and such). Please include your contact details in your CV.